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Interview with M. Imaizumi

Dr. Joseph M. Juran Collection

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<http://nsuworks.nova.edu/juran-transcripts/17>

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M.Imaizumi

(Interviewed on 16 March 1992, Tokyo, Japan)

Video Roll # 1

Q: When this tape is put together, we will want your name to be on the screen so people will know who is speaking. How would you like your name, how it should be spelled?

IMAIZUMI: I-M-A-I-Z-U-M-I.

Q: Imaizumi?

IMAIZUMI: Imaizumi. Very difficult to pronounce.

Q: And a title? To help identify you.

IMAIZUMI: Professor Doctor. Nusashi Institute of Technology.

Q: Our first question: all of us in America are very interested to know how quality in Japan began. the revolution began here, and you were there at the revolution.

IMAIZUMI: Yes, so.

Q: Tell us about the quality revolution.

IMAIZUMI: ... came first in Japan, it was 1954, and at that time, I belong to the Quality Control section, manager of it.

But in those days, ... automobile, we were not able to export in Japan. The quality of Japanese products in those days were very bad. And in those days, what we were able to export were, be it fabrics, or bucket, or some optical instruments.

And, since then around 1970, quality was so much improved. And during this period, I think, people call it quality revolution. But I am very doubtful of the discussion for certain period, because it was not a revolution but an evolution. It was a step-by-step, gradual improvement. One step at a time.

And it was effort that had continued for a long period. And so we were not looking for an all-cure medicine. It was one sure step after another.

And another reason for this improvement of quality of Japanese products is because the management of various corporations had put priority on quality. And another important emphasis was -- in the case of Japan -- university graduates, particularly engineers, had worked for manufacturers and not to the military institutions.

And I think this may be a very good contrast vis-a-vis the United States. These engineers were not theoretical in their activities; not writing and thinking about concepts at the desk. But they actually went into the field and went into the factories and plants and tried to improve the quality of their products that they were manufacturing.

And another point about the quality of Japanese products, is that each industry had launched on joint research.

I would like to give you two concrete examples: one is that, for steel industry -- well, I once belonged to the steel corporation, Nippon Steel, before.

And, in the case of steel, from many years ago, people involved in the steel industry had been involved in joint study groups, which had the people of the industry and the bureaucracy and the educational institutions. And corporations all joined for a joint study -- or research.

And so, for example, if they would look for production or manufacture of various steel -- for example, ingots or steel plate, pipes. These different products were manufactured and we also had a committee for all these different steel products. And we also had a quality committee, too. And people joined from various fields to improve the quality.

Another study group for quality was for IC's (?). This was many years after that. But this company was founded by the government. And the IC industry had sent their top-notch employees to join in this kind of committee, and these top-notch employees or engineers of each company would get together and study to improve the quality of IC products, in general.

Another point I would like to make at this time is that for labor unions. As you may already be aware of the fact that, in Japan, we have labor unions for each company, and so the members of the labor union would cooperate with the policy of the company that they belonged to.

Like, for example, to enlarge the pie, to enjoy a larger portion of it. And this was the attitude of labor unions, too.

Of course, we had various problems -- labor-management problems. But overcoming all these problems, we were able to have a good cooperation between the management and the labor. This also contributed to the improvement of quality of Japanese products.

And also, during this same period, Japanese economy had undergone rapid growth -- from 1955 to '70 or '80's -- Japanese economy had grown substantially during this period.

And, of course, the volume of production would increase, and so the companies would be able to invest more to facilities, with new facilities. We would even be able to improve the quality, lower the cost. And this is a very good cycle.

In the steel industry, for example, in the past few years -- more than ten years, I'd say -- there's no growth in the production, no facilities investments and so forth. And so the problem that this industry is currently faced with is, for example, how to pay for a small volume of production. And this has been the effort put into by the steel industry.

And so quality improvement, in postwar days in Japan, was accompanied by the growth of volume of production. But in the past 15 years, recently, the volume of production is not growing. But, at the same time, the Japanese effort was put into improvement of quality.

And so, in this way, I think the attitude towards quality or improvement of quality has changed along with the changes of the times.

(OFF CAMERA DISCUSSION)

Q: If it's possible, I'd like to do a couple of things with you. One is, I'm going to be looking for answers that are somewhat shorter. The reason is that we're going to use lots of small pieces.

(OFF CAMERA DISCUSSION)

I'd like to take you back and maybe come forward through the years a small piece at a time.

(OFF CAMERA DISCUSSION)

Q: Let me take you back to 1954. You've talked about many steps, but always the first step is the hardest step. Why was Japan, and the group of people that you were involved in, ready to take the first step in the quality revolution?

(OFF CAMERA DISCUSSION)

IMAIZUMI: In 1954, when Dr. Juran was in Japan -- in those days, well, nobody had expected that the quality revolution would take place in the future. Because quality was so bad in those days in Japan, and the customers were always very complaining about the quality of our products.

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Of course, I was in charge of quality in those days, and so I always had to apologize to the customers all the time, and I was really worried.

And in '54, Dr. Juran had given a seminar, ten-day seminar to the middle management and to top management a two-day seminar -- both in Tokyo and Osaka. And I worked as a secretary in those seminars.

And, at that time, the first QC Handbook of Dr. Juran -- I had helped in the translation of that work. And, at that time, rather than Quality Control, maybe it's better to say quality management, was something that I first heard. And I think it really awakened me. That was the first encounter with quality.

Q: It's interesting that you say quality management, as early as 1954. What was in Dr. Juran's handbook that made everyone so responsive?

IMAIZUMI: Because we never heard of it before. What we knew before then was that, in 1950, Mr. Deming was ... to Japan. And his seminar concerned A WSC A-I to 1.6. And so it was more of quality control.

Dr. Figgenbaum's TQC was not introduced to Japan in those days yet. I think he was working for General Electric. And he was the person who came up with the concept of total quality control. But this is much later, and so we never heard of such a thing.

And Dr. Juran came to Japan, and taught us about quality control, as an organization, from the perspective of the management. In Japan, this has been something that we heard of out of the clear blue sky, sort of.

Q: How did people react? A new idea, first time heard in Japan.

IMAIZUMI: But, I mean, we heard of it but we didn't know what we can do in a concrete way.

Q: Why was there such a need in Japan for quality at that time?

IMAIZUMI: Well, I think this is something that you should ask top management people. In those days, I belonged to the middle management.

But, in those days, the top management people -- I mean, they didn't tell us to, you know, put priority on quality and so forth. Because they were yet concerned about increasing the market share, how to gain more profit. And this was what filled their mind in those days. And so they didn't tell us about and talk to us about quality.

Q: After you studied with Dr. Juran, after his seminars, what things did you learn that you were able to take back with you to your job and put into action to improve quality?

IMAIZUMI: Well, Dr. Juran had directly -- has not directly influenced us in that sense. But he awakened us to the necessity of such measures.

Q: You have spent many years with Dr. Juran and working with his teachings. What have been the most valuable things about what Dr. Juran has contributed?

IMAIZUMI: Well, from the perspective of the Japanese corporations, I think it was more of his influence vis-a-vis the top management of these corporations.

As you may already know, that Japanese people, even within an organization, even if we want to make advice and suggestions to the top management, it is very difficult for them to lend their ears to. But if top management hears something from a person of authority in that specific field, they would listen to them.

And, you know, what the top management did was to organize and assign somebody in charge of quality control organization and to come up with that kind of system.

I think this was the concrete influence, vis-a-vis the top management, by Dr. Juran.

Q: Japan is 40 years ahead of the United States in quality. You are the father, we are the children. What can we children in the United States learn from our father about quality?

IMAIZUMI: Well, I really don't totally agree with what you said right now. Because Japan has learned about it from the United States. And we were a student. Your student. Right?

Take, for example, our steel products. The quality of steel products had been improvement 20 years ago, in 1970. And --

Hold on a minute. What was the question? You said that Japan is like a father, 40 years ahead of the United States. And what did you want to know? What was the question about?

Q: The question is: even though what Japan learned, it learned from America, people in America, corporations in America, didn't do it. Japan did it. Why have Japan's quality efforts, in this 40-year period, been so successful?

IMAIZUMI: Well, first of all, during the time of -- well, I think I had made several points, when I had talked about quality revolution. And we had very good engineers, had joined the manufacturing industry -- manufacturing sector, rather.

In the United States, well, according to my understanding -- I may be wrong -- but I think that, you know, talented people went into the military or space industry, and these places, and not into actual manufacturing field, like steel industry, and so forth.

And so I think this may have caused the difference in quality of products between Japan and United States. I think United States is more advanced in aero-space and so forth. I think United States is more advanced than Japan.

But, then, I think it depends on the field you are talking about, when you talk about quality.

And another point I'd like to make is that I think expression of how things are in Japan and how things are in the United States is wrong. Because, as I said, it depends on which industry you are talking about, and what corporation you are talking about.

If the top management of a certain corporation has been awakened to the importance of quality, then it could have been done in the United States, too.

Q: But the top managements in the United States were not awakened to quality, America slept. Japan woke up.

IMAIZUMI: Not really. I don't think so. Because, for example -- I want to come up with a concrete example. I once helped with Ford. And the people had Ford had really studied thoroughly what we were doing in Japan. And they have come up with a Ford way of doing things, and have come up with very effective activity, for example.

There's a factory called Wayne, W-A-Y-N-E, near Dearborn. And I think the manager of that plant, Mr. John Lattini, told himself that, as a plant manager, he really is coming up with no-failure products.

And so it's not that, you know, American products are all bad. I mean, depending on what company you're talking about, what plant you're talking about. You know, certain places are doing very good in quality.

And so I think there are differences in what corporation or what industry you're talking about.

Q: You can't say, all of Japan, all of America. You have to look.

IMAIZUMI: That's right.

Q: But the best of Japan is far ahead of the best of America, by many years. Why did it take America so long to begin? Even though Dr. Juran and Dr. Deming and the others started in America.

IMAIZUMI: I think I would like to refer to Dr. Deming's words. Several years ago, he said that either Dr. Deming or Dr. Juran -- I mean, Japan listened to what they said. But the Americans didn't listen to what they said. And I think he is probably right in saying that.

Q: What would be helpful for us is the fact that there were people in Japan, like yourself, who listened, when America didn't listen. What was the difference? Why did Japan -- why did you listen? Why did your top management let you take time away from your job to go and listen to Dr. Juran for ten days?

IMAIZUMI: Japanese people are, I think, recognized the authority of overseas scholars. They expect that they can learn something from these people, I mean. But they wouldn't listen to what we say; they would listen to overseas scholars and people of authority.

And also, the Japanese top management -- like, for example, corporations of the same industry -- be it steel industry, you know -- one corporation would always pay attention to what other corporations are doing in the same industry, because they don't want to lag behind the other corporations in the same industry.

And so they're always looking around to what other people around you are doing. And trying to sort of get on the bandwagon, and try to, you know, move along with the changes of the times.

And so when one corporation gets awakened to certain things of an industry, then the other corporations would

follow suit. And this was directed towards the right direction, I think.

Q: But the journey to good quality is not an easy Journey.

IMAIZUMI: That's right.

Q: You have to know many things, and you have to do many things. What can we learn from your journey? The things that you learned and the things that you did.

Th1AIZUMI: I think there are several points that I'd like to make to that question. I would like to refer to my own experience in the steel industry. First of all, I was complained by my customers. They would scold you and would tell you what to do or else they would not buy.

This is the first point I want to make.

And the second point: as I've mentioned before, is that the joint research and study within the same industry -- the steel corporations and study. You know, they are rivals. They're competitors. But they would work together.

And we were, I think fortunate to have such a forum. And the Japanese government had really supported creating such an atmosphere and such a forum.

And the third point is that we studied together with the customers. Like, for example, the good steel plate for automobiles. I mean, this -- actually the steel plate needs to be put into the automobile plant and used to see how it goes.

And our customers -- be it Toyota or Nissan -- would study together with our steel corporation and we would also

have a university professor also come along and join us to give us various instructions and advice.

And we had gone through all these various trials and errors.

IM:AIZUMI: The first point I would like to make is that Dr. Juran always lent ears to other people. He really listened very carefully to what other people said, regardless of who it is. Ordinarily speaking, when some person of authority says something, people would listen to such a person.

But his attitude was that, even if we would make a point -- you know, he visited our plant, too -- but he would talk and ask questions to the worker in the plant. And this was how he was very receptive and acceptable of other people's opinions, regardless of who it is.

And he always jotted down memos while listening. And a person with that kind of attitude would be able to get so much information from various parts of the world. I mean, from different people in the world. I think taking that even one single point, he is a really great person.

You know, he is a person of authority in quality, but he was not arrogant, and always willing to talk to anybody.

Q: Do you remember the first time you met Dr. Juran? Tell me about that.

IM:AIZUMI: 1954 at the Wasetta University, I met him for the first time, and had received his ten-day seminar. And, after that, two-day seminar in Hakona, and ten days in

Osaka, and two days in Koyaso. And I attended all these seminars.

You see, we took record of his lectures. And I should have brought his text with me today, but I still have that text with me; it's my treasure, even to this day.

And, at that time, Dr. Juran, for the first time, had brought an overhead projector. And had used the OHP to give the seminar, and I was really surprised.

Q: You called your notes a treasure. Why are they so valuable? What made this man for those days so wonderful?

IMAIZUMI: You know, he taught us a way to look at things from a different perspective, that we were totally unaware of: quality. I mean, Dr. Juran would not give us instructions as to what we should do. He would tell us: you should think as to what we should do and really thought very hard.

And several years since then, Dr. Juran came back to Japan. At that time, we would -- for example -- explain to him: this is how much improvements we were able to make since you last came. And then, after that, he would tell us certain other things.

And there was on incident that may be very interesting for you, that I would like to share with you. In 1962, we had started a QC Circle activity in Japan. And, in 1964, had referred to Dr. Juran as to this activity that we were proving.

And two years after that, in 1966, Dr. Juran came to Japan and had visited different corporations and had

witnessed, with his own eyes, as to the QC Circle activity in Japan.

And the night before he visited one of the plants, we all got together and had a dinner together at the Imperial Hotel. And, at that time, Dr. Juran told us that Japanese QC Circles -- there is this ... of activity that were promoted in those days in the Soviet Union. and a little improvement to that activity in the Soviet Union, something comparable to Japan.

And he told us that: "I fully appreciate your enthusiasm," but he said, that: "I don't know if you can really do that."

And then, after that, for several days, he visited all the Japanese plants, and really understood the activities promoted by the QC Circles in all these different plants that he visited. Not just listened to what we said, but he really visited the plants by himself.

And I think this is something that is great about Dr. Juran, too.

And then, after that, in June of 1966, at Stockholm, the EOQC, European Organization for Quality Control, annual meeting had taken place. And, at that time, Dr. Juran had made a lecture, and he stopped the lecture half way, and then he suddenly started talking about the QC Circle activity in Japan.

And, at that time, the audience was very impressed, and there was a special panel discussion that had taken place, because of the response of the audience. And, at that time, Dr. Shikawa, Dr. Juran, and Mr. Hiashita, they're from the

Toyota, and Mr. Nagucbi, and myself -- all these people -- joined in the panel discussion. Maybe there were 100 people for this panel discussion.

And it was on this occasion that we first introduced QC Circle activity of Japan to Europe.

And this is how Dr. Juran had really -- receptive to things that were very good and after he really understands what's good about certain things, then he would introduce this to other people. Can I continue a little more? Or should I change the subject?

Q: Sure, absolutely.

IMAIZUMI: In the United States, you don't call it the QC Circle, but Quality Circle, I think. But according to my understanding, 74% are Quality Circles and 2% are called QC Circles, and the remaining have titles of their own like, for example, for General Motors, they have the Employees' Participation Circle. Or American Spirit.

All these different corporations have different names for these groups.

But the QC Circle activity in the United States is that people listen to the consultants' instructions. But now, it's really declined. And then, now, it's I think on an upward trend gradually.

But, at this time, Dr. Juran had mentioned a self supervision. But I think this phenomenon in the United States is more of quality controlled by the management. It

was more of consultant-led activity. But it's now more of management-led activity, in the United States.

And I'm sure that this kind of quality control activities -- as you can see in Japan -- it would be more active in the United States from now on.

Q: The program that we are working on, the video, is designed to be seen on television by many people. Many people in America who control television stations say: Dr. Juran? Who is Dr. Juran? He's not Elvis Presley or the Beatles.

Why should people in America get to see a program -- why should they know about Dr. Juran? What is important about Dr. Juran?

IMAIZUMI: I think it was in 1980, NBC, the National Broadcasting Corporation, had, I think, aired a program called: If Japan Can, Why Can't We. And this is how Dr. Deming became famous.

And so I think that kind of program should be effective, to introduce Dr. Juran.

Q: I know that program, but that talks about quality. What should people know about Dr. Juran, the man?

IMAIZUMI: Yes, that's very true. I think often American people talk about the fact that people are not interested in quality but more of productivity and profit.

I think a general, more comprehensive management of quality and profit and productivity -- all these need to be looked at as a whole. Or else people will not be attracted; especially the top management people.

Q: Has Dr. Juran made a difference? Is life different in Japan because of Dr. Juran, do you think?

IMAIZUMI: I think this may not be appropriate to say, but what we always tell ourselves is that, why do we have the Deming Award and not the Juran Award. We are very skeptical. I mean, we always insist on coming up with a Juran Award, but it's very difficult to come up with it.

But when we think of the impact, vis-a-vis Japanese corporations, Dr. Juran's impact was much bigger than that of Dr. Deming. This is my personal conviction.

Q: Why-? In what way?

IMAIZUMI: I really don't know what to say.

Q: You have spent time with Dr. Juran, many places. What do you enjoy most when you are with Dr. Juran?

IMAIZUMI: Well -- I always was able to enjoy myself every time I met him. But, in retrospect, one fond memory of him is that, in Paris, when we had EOQC, Dr. Juran had given a lecture. And, at that time, he said that Japanese people say that Dr. Juran and Dr. Deming had

taught the Japanese a whole lot, you know, quality was improved in Japan.

But Dr. Juran continued to say that it's unthinkable that we had given so much impact to enable Japanese improvement.

In the 38th year of Magi so I don't know what year it would be. 1904, I would think. At that time, Japan was involved in a war with Russia, and Japan was a victor. And Japanese cannons and gunpowder all were Japanese made, and it was a very quality.

And it was at that time that, you know, Japanese products were of good quality. And at that time, Dr. Juran was only one year old, and Dr. Deming was four years old. And he mentioned about this and the audience just burst out laughing when he mentioned that.

And so, of course, in prewar days for Japan, right before the Second World War, Japanese government -- or the budget -- 30% of the government budget was allocated for the military spending. So, therefore, for like zero fighters or Yamato, Japanese military were fortunate to have very good weapons. But not consumer goods.

And Dr. Juran had made that point.

And also this was what had taken place in Paris. And also, in 1968, together with 30 leaders of QC Circles in Japan, visited ... At that time, there was the ASQC meeting in Philadelphia. And, at that time, I dined together with Dr. Juran, and we talked about different things at that time.

Now, at that time, we discussed about the QC Circle activities. and the final point that Dr. Juran made, at that

dinner, was that this kind of activity should be promoted in the United States. And he said that, in retrospect, why this kind of activity did not take place in the United States is because of the management's fault. And this is what he mentioned in 1968.

And it certainly is very true, what he said. If the management has the intention, it would succeed.

Q: You are a consultant, as well. You go from one company to another, and see many different companies, as did Dr. Juran. When you look at America now, with all of your experience, what things are companies in America -- the best companies -- doing right, and what things are companies in America still doing wrong.

. IMAIZUMI: Oh, that's a difficult question. In our eyes, like there are American companies in Japan, there are some companies that succeed in Japan; some that fail. Right?

And even if you walk out in the streets -- like, you know, Japanese people are wearing so much jeans, and they're really successful Coco-Cola or Bristol-Myers, Texas Instruments, Motorola, Xerox -- all these companies are really successful in Japan. They're doing very well here. And also in the United States, too.

But recently, a book was published called, Excellent Company -- I think. I think some time back. But the companies mentioned in that book, successful in those days, have proved to be a failure now.

And so I think this is a very difficult problem. Even if a company can be very successful right now, if the management changes -- the top managements changes, then it may turn out to be a failure.

Q: When you think back about all of your time with Dr. Juran, and all of his teachings. When you remember one thing about Dr. Juran, what will always remember about Dr. Juran?

IMAIZUMI: Dr. Juran -- I think he should drink more. This is a joke, of course.

He always pursues the truth. Always wanting to understand things better. And I think this attitude is the most important. This is very, very important to him. I was really impressed with that kind of attitude of Dr. Juran.

Q: What have I not asked you that should be on the tape about Dr. Juran? Anything at all that you would like to say about Dr. Juran.

IMAIZUMI: Two years ago, in October, 1990 October, Dr. Juran came to Japan. And we had the International QC Circle Congress. And he came to attend that meeting in Japan.

And, at that time, Dr. Juran mentioned that he will never come back to Japan. Not only Japan, but he would not travel overseas, because it would be unfair to other countries. And he said that, more than that: "I have much, much more

to do in the United States." And by this, he probably meant to write more books.

And since '54 to 1990 -- I have known him during these many years. But it was for the first that I've seen him so enthusiastic, in 1990. He was the most enthusiastic of all these many years he's been coming to Japan.

In 1954, he gave me the impression that he was old, sort of. Frail, sort of. But 40 years since then, he seemed to be very sharp, and very enthusiastic. I was very surprised to see him that way.

Q: Is there anyone else in the world like Dr. Juran?

IMAIZUMI: Well, in a restricted area, I think there are certain people. But when you say, in the entire world, including Eastern Europe, a person who's appreciated as much as him, does not exist.

Was that okay?

(END OF TAPE NUMBER TWO)

Q: One of the things that we've learned is that people must work together: manufacturing, sales, engineering, research. How hard was it, in 1954, for the walls between manufacturing and research and sales to come down, so that you could all work together? Cross functional. When did that begin?

IMAIZUMI: This really didn't go well in Japan. Like we were always, you know, fighting with the sales people, particularly with the sales people.

But I think there was one turning point. I would like to take the automobile industry as an example. Japanese automobiles were forced, first exported to the United States on a trial in 1957 -- three years after Dr. Juran came to Japan. Nissan and Toyota almost simultaneously started exporting.

But this was not appreciated or accepted by the American people. The Japanese automobiles were evaluated as being not acceptable to American highways. And this really caused a problem for Japanese manufacturers.

And, in 1964 -- this was the year when the Tokyo Olympic Games had taken place. And at that, for the first time in Japan, the highway had been constructed. And the automobiles were now able to be tested on Japanese highways, like would, you know, drive 200,000 kilometers without stop and so forth.

And all these new studies and tests were made and like, be it Toyota's Corolla and Nissan's Bluebird, were tested on

Japanese highways. And the quality was very much improved, and were accepted by the American market.

And in 1970 -- I'm sure you're already aware about the Consumer Report. And, at that time, the Japanese automobile was re-evaluated as a best buy, and, you know, the sales exploded, sort of, in the American market.

And at that time, Toyota and Nissan thought, and told themselves, that with this success story in mind, they decided to further make improvements. And it was at that time that the sales people and development and the manufacturing sectors all worked together and came up with a very effective system for their companies.

And this is the same as the steel industry, too. I think this is one key to the success of Japanese steel industry.

Put it in a nutshell, I would like summarize what I said right now. Be it a business consultant or a president would analyze their corporation and would pinpoint the short-comings of the organization and try to make improvements and changes to correct.

And this served -- this kind of attitude would not contribute to the getting rid of the barriers between different sections. To pursue the fault and short-comings would not really surface the actual fault, or the cause of the failure.

Because, you know, I think your position is endangered by surfacing and telling everybody about what parts you are wrong ⁱⁱⁱ.

And so when the top management or a president who would tell the people within the organization: why don't we improve our products. Which is to bring out what is best in

each section. And people are always willing to do that. And

(END OF TAPE NUMBER ONE)

M.Imaizumi

Video Roll # 2

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You see, we took record of his lectures. And I should have brought his text with me today, but I still have that text with me; it's my treasure, even to this day.

And, at that time, Dr. Juran, for the first time, had brought an overhead projector. And had used the OHP to give the seminar, and I was really surprised.

Q: You called your notes a treasure. Why are they so valuable? What made this man for those days so wonderful?

IMAIZUMI: You know, he taught us a way to look at things from a different perspective, that we were totally unaware of: quality. I mean, Dr. Juran would not give us instructions as to what we should do. He would tell us: you should think as to what we should do and really thought very hard.

And several years since then, Dr. Juran came back to Japan. At that time, we would -- for example -- explain to him: this is how much improvements we were able to make since you last came. And then, after that, he would tell us certain other things.

And there was on incident that may be very interesting for you, that I would like to share with you. In 1962, we had started a QC Circle activity in Japan. And, in 1964, had referred to Dr. Juran as to this activity that we were proving.

And two years after that, in 1966, Dr. Juran came to Japan and had visited different corporations and had witnessed, with his own eyes, as to the QC Circle activity in Japan.

And the night before he visited one of the plants, we all got together and had a dinner together at the Imperial Hotel.

And, at that time, Dr. Juran told us that Japanese QC Circles -- there is this ... of activity that were promoted in those days in the Soviet Union. and a little improvement to that activity in the Soviet Union, something comparable to Japan.

And he told us that: "I fully appreciate your enthusiasm," but he said, that: "I don't know if you can really do that."

And then, after that, for several days, he visited all the Japanese plants, and really understood the activities promoted by the QC Circles in all these different plants that he visited. Not just listened to what we said, but he really visited the plants by himself.

And I think this is something that is great about Dr. Juran, too.

And then, after that, in June of 1966, at Stockholm, the EOQC, European Organization for Quality Control, annual meeting had taken place. And, at that time, Dr. Juran had made a lecture, and he stopped the lecture half way, and then he suddenly started talking about the QC Circle activity in Japan.

And, at that time, the audience was very impressed, and there was a special panel discussion that had taken place, because of the response of the audience. And, at that time, Dr. Shikawa, Dr. Juran, and Mr. Hiashita, they're from the Toyota, and Mr. Naguchi, and myself -- all these people -- joined in the panel discussion. Maybe there were 100 people for this panel discussion.

And it was on this occasion that we first introduced QC Circle activity of Japan to Europe.

And this is how Dr. Juran had really -- receptive to things that were very good and after he really understands what's good about certain things, then he would introduce this to other people.

Can I continue a little more? Or should I change the subject?

Q: Sure, absolutely.

IMAIZUMI: In the United States, you don't call it the QC Circle, but Quality Circle, I think. But according to my understanding, 74% are Quality Circles and 2% are called QC Circles, and the remaining have titles of their own like, for example, for General Motors, they have the Employees' Participation Circle. Or American Spirit.

All these different corporations have different names for these groups.

But the QC Circle activity in the United States is that people listen to the consultants' instructions. But now, it's really declined. And then, now, it's I think on an upward trend gradually.

But, at this time, Dr. Juran had mentioned a self supervision. But I think this phenomenon in the United States is more of quality controlled by the management. It was more of consultant-led activity. But it's now more of management-led activity, in the United States.

And I'm sure that this kind of quality control activities -- as you can see in Japan -- it would be more active in the United States from now on.

Q: The program that we are working on, the video, is designed to be seen on television by many people. Many people in America who control television stations say: Dr. Juran? Who is Dr. Juran? He's not Elvis Presley or the Beatles. Why should people in America get to see a program

-- why should they know about Dr. Juran? What is important about Dr. Juran?

IMAIZUMI: I think it was in 1980, NBC, the National Broadcasting Corporation, had, I think, aired a program called: IT Japan Can, Why Can't We. And this is how Dr. Deming became famous.

And so I think that kind of program should be effective, to introduce Dr. Juran.

Q: I know that program, but that talks about quality. What should people know about Dr. Juran, the man?

IMAIZUMI: Yes, that's very true. I think often American people talk about the fact that people are not interested in quality but more of productivity and profit.

I think a general, more comprehensive management of quality and profit and productivity -- all these need to be looked at as a 'whole. Or else people will not be attracted; especially the top management people.

Q: Has Dr. Juran made a difference? Is life different in Japan because of Dr. Juran, do you think?

IMAIZUMI: I think this may not be appropriate to say, but what we always tell ourselves is that, why do we have the Deming Award and not the Juran Award. We are very skeptical. I mean, we always insist on coming up with a Juran Award, but it's very difficult to come up with it.

But when we think of the impact, vis-a-vis Japanese corporations, Dr. Juran's impact was much bigger than that of Dr. Deming. This is my personal conviction.

Q: *Why? In what way?*

IMAIZUMI: I really don't know what to say.

Q: *You have spent time with Dr. Juran, many places. What do you enjoy most when you are with Dr. Juran?*

IMAIZUMI: Well -- I always was able to enjoy myself every time I met him. But, in retrospect, one fond memory of him is that, in Paris, when we had EOQC, Dr. Juran had given a lecture. And, at that time, he said that Japanese people say that Dr. Juran and Dr. Deming had taught the Japanese a whole lot, you know, quality was improved in Japan.

But Dr. Juran continued to say that it's unthinkable that we had given so much impact to enable Japanese improvement.

In the 38th year of Magi so I don't know what year it would be. 1904, I would think. At that time, Japan was involved in a war with Russia, and Japan was a victor. And Japanese cannons and gunpowder all were Japanese made, and it was a very quality.

And it was at that time that, you know, Japanese products were of good quality. And at that time, Dr. Juran was only one year old, and Dr. Deming was four years old. And he mentioned about this and the audience just burst out laughing when he mentioned that.

And so, of course, in prewar days for Japan, right before the Second World War, Japanese government -- or the budget -- 30% of the government budget was allocated for the military spending. So, therefore, for like zero fighters or

Yamato, Japanese military were fortunate to have very good weapons. But not consumer goods.

And Dr. Juran had made that point.

And also this was what had taken place in Paris. And also, in 1968, together with 30 leaders of QC Circles in Japan, visited ... At that time, there was the ASQC meeting in Philadelphia. And, at that time, I dined together with Dr. Juran, and we talked about different things at that time.

Now, at that time, we discussed about the QC Circle activities. and the final point that Dr. Juran made, at that dinner, was that this kind of activity should be promoted in the United States. And he said that, in retrospect, why this kind of activity did not take place in the United States is because of the management's fault. And this is what he mentioned in 1968.

And it certainly is very true, what he said. If the management has the intention, it would succeed.

Q: You are a consultant, as well. You go from one company to another, and see many different companies, as did Dr. Juran. When you look at America now, with all of your experience, what things are companies in America -- the best companies -- doing right, and what things are companies in America still doing wrong.

IMAIZUMI: Oh, that's a difficult question. In our eyes, like there are American companies in Japan, there are some companies that succeed in Japan; some that fail. Right?

And even if you walk out in the streets -- like, you know, Japanese people are wearing so much jeans, and they're really successful Coco-Cola or Bristol-Myers, Texas Instruments, Motorola, Xerox -- all these companies are really successful

in Japan. They're doing very well here. And also in the United States, too.

But recently, a book was published called, Excellent Company -- I think. I think some time back. But the companies mentioned in that book, successful in those days, have proved to be a failure now.

And so I think this is a very difficult problem. Even if a company can be very successful right now, if the management changes -- the top managements changes, then it may turn out to be a failure.

Q: When you think back about all of your time with Dr. Juran, and all of his teachings. When you remember one thing about Dr. Juran, what will always remember about Dr. Juran?

IMAIZUMI: Dr. Juran -- I think he should drink more. This is a joke, of course.

He always pursues the truth. Always wanting to understand things better. And I think this attitude is the most important. This is very, very important to him. I was really impressed with that kind of attitude of Dr. Juran.

Q: What have I not asked you that should be on the tape about Dr. Juran? Anything at all that you would like to say about Dr. Juran.

IMAIZUMI: Two years ago, in October, 1990 October, Dr. Juran came to Japan. And we had the International QC Circle Congress. And he came to attend that meeting in Japan.

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And, at that time, Dr. Juran mentioned that he will never come back to Japan. Not only Japan, but he would not travel overseas, because it would be unfair to other countries. And he said that, more than that: "I have much, much more to do in the United States." And by this, he probably meant to write more books.

And since '54 to 1990 -- I have known him during these many years. But it was for the first that I've seen him so enthusiastic, in 1990. He was the most enthusiastic of all these many years he's been coming to Japan.

In 1954, he gave me the impression that he was old, sort of. Frail, sort of. But 40 years since then, he seemed to be very sharp, and very enthusiastic. I was very surprised to see him that way.

Q: Is there anyone else in the world like Dr. Juran?

IMAIZUMI: Well, in a restricted area, I think there are certain people. But when you say, in the entire world, including Eastern Europe, a person who's appreciated as much as him, does not exist.

Was that okay?

(END OF TAPE NUMBER TWO)

